INFORMATION AND COMMUNICATION TECHNOLOGY--- A FRAMEWORK FOR GOOD GOVERNANCE IN REFERENCE TO SELECTED STATES OF INDIA

by

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Introduction

Information communication technology (ICT) in government agencies as well as educational and research institutions makes a smooth effort for an efficient, quick and honest dissemination of information to the public and other agencies for performance of government administrative activities. The significance of ICT in governance has been identified world over. E-governance focuses on various elements of good governance such as transparency, accountability, participation, and social integration and for the betterment of the public financial management and growth (Roman & Colle, 2002).

In the present time, the advancements in information and communication technologies (ICTs) are changing the various components of human life. The changes in the ICTs have shown a positive impact in the process of public service delivery and socio-economic formation of society. E-Governance applications in the recent past, in India, have demonstrated their positive impact in reducing the processing costs, increase transparency and support economic development by income generating projects, by expanding agricultural productivity, and improvements in health and education sectors, all of which promote the overall quality of life of people (Saxena, 2005, pp. 33–38). E-Governance is the use of Information Technology (IT), in the particular the internet, the Wide Area Networks, and Mobile Computing, to deliver public services in a much more convenient, customer oriented, cost effective and altogether different way (Douglas, 2001).

Lately, the terms “governance” and “good governance” are being gradually used in development literature. Bad governance is being continuously identified as one of the main causes of all evils within our societies. Major international financial institutions and donors put emphasis on reforms that ensure good governance and make it a condition while sanctioning loans and aids. The concept of ‘governance’ is not new but it is as old as human civilization. In simple words governance means the procedure of decision-making and the process by which decisions are implemented (or not implemented). The word governance can be used in different contexts such as corporate governance, international governance, national governance and local governance. According to Sealy (2003), good governance has nine major characteristics Participation, Rule of law, Transparency, Responsiveness, Consensus oriented, Equity and inclusiveness, Effectiveness and efficiency, Accountability and Equitable and inclusive. It ensures that corruption is reduced, the views of minorities are taken into consideration and that the voices of the most vulnerable in society are considered in decision-making. It is also aware towards the current and future needs of society.

Islam (2003) argued that countries having better information flows better quality governance. Better penetration of media provided timely information related to various aspects of government activity, on how these decisions will be implemented, information on the consequences of these decisions and made voters aware about political choices and influences their casting of votes. Further, the presence of Freedom of Information (FOI) laws defines a framework for the sharing of information that may influence how countries are governed. Governance is related with the ability of people to demand and receive the

information they need and the availability of economic data. The absence of creation, organization and sharing of information hampers the governments in policymaking. For good governance two things are required first, the strategic infrastructure required for e-governance and integrated vision of leadership and second, the planned best practices that are needed to close design-reality gaps and to steer e-governance projects from failure to success.

In early nineties and thereafter IT were replaced by ICT with a purpose to extend use of wider sectoral applications to reach rural areas and to include private sector and NGOs in this process (Mistry, 2010). Inclusion of ICT in governance is not so easy it comes with its own challenges in key areas- people, process, technology and resources. To deal with it India needs a 'bigger and better' front-end with a 'smaller and smarter' back end. (Second Administrative Reform Commission, 2008).

The nature and scale of e-governance initiatives planned within the domain of the governments, present a considerable enhancement in the aspiration level. Major managerial and technological challenges are one consequence of this, particularly in the context of the need for implementation of these projects in a "mission mode", by departments concerned of the State Governments. There is also a need to manage the entire programme at the State level in a coherent manner with consistent strategies for cost optimization and integration. For achieving this, the Governments need to provide the overall direction, standardization and consistency across initiatives and at the same time, have the resources and flexibility to drive capacity building plan.

Given the federal structure of India, this brings in diversity in local laws, rules for transacting government business, implementation approach and responsibilities. Hence while designing the e-governing, Government in its e-governance competency framework (eGCF) recognized the importance of building human capacities in terms of necessary knowledge and skills to conceptualize, initiate, implement and sustain e-Governance initiatives (eGCF, 2014). It is equally important to foster an attitude and mind-set that is receptive to ICT based administration and ICT based delivery of services. The Government recognizes that mere development of e-Governance strategies and induction of technology will not help deliver the quality of services envisaged unless human resources are aligned to provide the right services to the right customers from the right sources with the right tools at the right time.
Capacity Building Scheme for an outlay of Rs 313 Crores for all the States/UTs for taking National e-Governance Plan (NeGP) forward across the country has been approved by the Cabinet Committee on Economic Affairs (CCEA, 2008). This scheme is mainly for providing technical and professional support to State level policy and decision-making bodies and to develop specialized skills for e-governance. The scheme for a period of three years and is being implemented by the Department of Information Technology, Government of India. It is important to understand that even if e-Government initiatives are implemented successfully, it would still be a big challenge to ensure that citizens use the services effectively. Though India has emerged as a major player in the sphere of IT enabled services and the knowledge industry, the movement has, by and large, remained urban oriented, with the exception of a

few rural initiatives in some States. The urgent requirement today is to address the digital divide in the country in an integrated and holistic manner. This is only possible when the citizens are made aware about the e-Governance initiatives and how they can effectively utilize it in their day-to-day affairs. For the e-Governance implementation government needs to take serious action, we need to train as much as possible in all categories of stake holders. Formal sector, with its inertia will not be able to handle this requirement. We need a new and innovative approach in capacity building both at National, State, Department and District levels. One of the ways to successfully implement this goal is to learn by doing (LBD) approach. This also enhances the practical aspect of all these applications wherever they apply.

Heeks (2001) outlined the three main contributions of e-governance: improving government processes (e-administration); connecting citizens (e-citizens and e- services); and building external interactions (e-society). He further reasoned that most e-governance initiatives fail due to two reasons first, the strategic challenge of e-readiness that include the availability of six types of infrastructure- data systems, legal, institutional, human, technological, and leadership and strategic thinking. Second, the failure in bridging design-reality gaps and adoption of best practice in e-governance projects in order to avoid failure and to achieve success.

Lal (1999) suggested that ICT can be helpful in sustaining e-governance in three ways. First ICT can support in complex decision making, communication and decision implementation, second, through automation of tedious tasks done by humans, and finally, through the creating new tasks and processes that did not exist before but can increase both efficiency and effectiveness. He further argued that when ICT is properly aligned with the goals of governance it can improve both efficiency and effectiveness of governance.

Popper (2003) concluded that widespread use of ICT in e-governance is one of the major contributors in reinforcing Knowledge Society. It enhances transparency in the processes and procedures concerning the relationship between the state and the citizen. Knowledge based society will increase economic growth and wealth creation, and entrepreneurship and innovativeness. Furthermore, social cohesion and sustainability will increase with the widespread use of ICT in e-governance.

Dada (2006) suggested that gaps exist between the current reality and the future of e-governance systems in developing countries. These gaps are classified in three categories: first, hard-soft gap refers to the gap between the technology and the social context in which it is used; second, private-public gap that means what works in the private sector that may not work in the public sector; and last country context gap refers to the gap that arises from the application of the same e-governance systems for both the developing and developed countries.

Coursey and Norris (2008) examined the utility of normative models for understanding the actual development of e-government. They found that these models do not accurately

describe or predict the development of e-government, at least among American local governments. These models, though intellectually interesting, are purely speculative, having been developed without linkage to the literature about information technology and government.

Chen and Thurmaier (2008) examined how the governments should finance the development of e-transactions, as e-government evolves in to the transactions stage. They suggested a flexible pricing framework which embodies both the firm's and the government's perspectives.

Kulchitsky (2001) highlighted the possibility that public and IT managers in developing countries may be designing IT-for-decision-making initiatives based on unrealistic assumptions. Though, IT and public managers from developing countries argue that there is no ideal model for IT and decision-making activities, their vision of what needs to be done is based on positive assumptions that they, along with stakeholders, possess all the relevant information needed to design and implement the most appropriate strategy to improve organizational decision making in public institutions.

Akther at al. (2007) argued that most e-government projects within developing countries employ high-technology intervention whereas citizens are not ready for this. They concluded that stakeholders' participation not IT is the major driving factor for success of any project. An understanding between the citizens and government body is must for triumph in e-government.

Kalsi, Kiran and Vaidhya (2008) argued that Indian citizens today are interested in the deliverable outputs from the government services. They want to see a single face of the government and availability of all government services from a single kiosk.

Sharma et al. (2011) stated that e-governance is a biggest challenge in front of e-governance in India to provide service to more than a billion people. Delopoulos(2011) argues that it is very important for India to materialize its strategic plans. He further identified barriers on demand andsupply of e-governance. Upadhyay and Kumbharana (2012) studied the behavioural implication of usage of ICT for e-governance in rural India and concluded that people still prefer to work in traditional manner and waste time and effort in getting routine e-governance jobs done. Mishra and Fatmi (2015) concluded that creating a favourable environment and developing digital skills among common people are big challenges in e-governance.

Need and significance of the Study

The enthusiasm for realizing the potential of ICTs is often dampened by the barriers to successful strategic policy formulation as well as its implementation. This research is an effort to study, firstly, the collective visualization of all stakeholders concerning 'Good Governance' through 'Participatory Stakeholder Assessment' in the Indian context,

and secondly, whether the new information and communication technologies can make a significant contribution to the realizing the good governance objective. The study has also attempted to identify and establish linkages between the factors which are responsible for creating a favourable environment for effective and successful implementation of e-Governance for achieving good governance. There is an urgent need to carry out study in the Indian environment to identify the possible hurdles in the execution of e-governance applications and draw a meaningful framework in this direction to workout alternative solutions to tackle or address these barriers and pain points through appropriate strategic policy interventions.

India has been one of the first entrants to the group of IT and e-Governance movement. E-Governance initiatives are being taken by Government of India and many States for the last decade and a half since the formation of National Informatics Centre in 1987-88. Though isolated islands of successes have emerged with the subjective vision and efforts of individual champions, a structured strategic policy framework for leveraging the advantage of ICT and e-Governance for the overall social and economic development of the masses is yet to be evolved in a holistic manner. This would require a deep understanding of various factors responsible for creating a conducive environment for effective and successful implementation of e- Governance in a real life multidimensional factored space.

Though most of the States have come up with their own IT policies, e-governance policies, policies for attracting investments in IT, ITES and BPO, no State has been able to come up with a comprehensive strategic policy framework for leveraging the total advantage of Information and Communication Technologies. Government of India has also failed to draft a 'Strategic IT action Plan' for the States though some work has now been initiated by the Department of Information Technology, Ministry of Communication and Information Technology, on the National e-Governance Plan (NeGP).

e-Governance is exceptional opportunity for us to change the way the country is governed. The governments are today in the process of transformation worldwide. Everywhere, every state is changing; from silos of information to integrated services, regulator to facilitator, departmental focus to customer focus and protective to collaborative mode of working.

All the stake holders cannot be provided with integrated services and take the best advantage of ICT in the absence of a broad strategy on the policy framework covering ICT infrastructure, human resource development, education, process re-engineering, e-Governance, e-business and industry,. There are innumerable policy gaps and disconnects. Every stake holder whether citizens, state or Government of India understands ICT and e-Governance based on their own priorities and perceptions.

Even in States where ICT and e-governance initiatives have been taken in big ways, new areas of concern have emerged demanding strategic policy intervention in a comprehensive manner. Some of these are security, authentication and privacy policies, service level agreements, public-private partnership policy, right to information policy, IT Services policy, access policy, outsourcing policy, , IT Infrastructure Management Policy and IT

resource acquisition policy etc. All these new areas demand a deeper look into and a more comprehensive treatment of issues and problems.

Plan and procedure of the study

A clear conception of methodology is essential for the successful completion of the research project. Keeping in view the nature and purpose of the study the investigator adopted a descriptive survey method to carry out the study. Descriptive survey method deals with what exists at present and it describes and interprets the current prevailing conditions, relationships and practices.

Objectives of the Study

The objectives of the study are as follows:

1. To develop a shared vision for leveraging the Information and Communication Technologies for achieving Good Governance.
2. To study the citizens' perception and their experience with the inefficiency, harassment or difficulty encountered level of corruption, in various government offices and their services.
3. To study the citizens' priority regarding e-Governance initiatives taken by state governments.
4. To identify the gaps and drawbacks in the existing ICT led e-Governance initiatives/ policy framework.
5. To develop a broad strategic e-governance policy framework in terms of citizens' prioritization, demographic factors, barriers, harassment, preferences, methods, and measuring success, for achieving good governance as per the expectations of citizens.
6. To identify and establish linkages between different critical factors responsible for creating a favorable policy environment for effective and successful adoption of e-governance.

Sample

The sample includes 710 males and females in the age range of 25-50 years belonging to rural, semi-urban and urban areas of six states Delhi, Haryana, Himachal Pradesh, Punjab, Chhattisgarh and Uttarakhand. It includes 132 respondents from Delhi, 108 from Haryana, 121 from Himachal Pradesh, 130 from Punjab, 117 from Chhattisgarh and 102 from Uttarakhand.

Questionnaire

On the basis of the objectives of the study the investigator developed a questionnaire. The final questionnaire consisted of a total of 33 common questions that included close-ended, multiple and Likert scale type questions. The questionnaire covers full profile of the

respondents, respondents' opinion, perception, experience and expectations about various aspects of good governance like the existing level of computerized government services, desired timings, preferred language for services ,factors responsible for a good administration and governance, level of corruption, inefficiency, harassment by employees or system or difficulties faced in getting the service. Their priorities for improving this service through computerization/ use of ICT/e-governance, extra charges the respondents are willing to pay, their preferred mode of payment, barriers and risks involved in computerization of citizen services, factors for contributing to the success or effectiveness for improved e-services, creating awareness and training of employees and citizens to implementing good governance.

Data Collection

Pilot Study

The research tool was administered on a sample of 50 respondents of the same population from which final sample was to be selected to find out the appropriateness of the questionnaire or any difficulty faced by the respondents while responding to the items of the questionnaire regarding comprehension of statement and adequacy of language of items. Simple instructions were given for filling up the questionnaire. The results of the pilot study ensured the adequacy of the questionnaire for the purpose of the study.

Procedure of Data Collection

People, who came to mini secretariat and municipal office for some work, were randomly approached by the investigator and request to fill the questionnaire developed by the investigator. The incomplete questionnaires were dropped from the analysis, therefore, 710 (132 from Delhi, 108 from Haryana, 121 from Himachal, 130 from Punjab, 117 from Chhattisgarh and 102 from Uttarakhand) made the final sample of the study. The data collection for this study was conducted between June 2015 and September 2015.

Results

The results of the study are presented below:

1. A sizable number of people do not have access to internet.

2. Television and mobile phones are the most preferred means of communication respectively. Over all people have good access to means of communication.

3. Friend and relative are the biggest source of information about social welfare schemes and policies followed by newspapers and television. Only 20.7% people access government websites and only 7.8 % people approach gram panchayat to get information about these schemes.

4. Majority of the respondents in these states were not using e governing facilities offered by their respective government offices. In Delhi 53%, in Punjab 46.3% in

Uttarakhand 42.1%, in Haryana 33.4%, in Himachal Pradesh 29.7% and only 14.5% people in Chhatisgarh use E-governance facilities.

5. Majority of respondents want computerized government services/e-governance services.

6. Majority of respondents want government services 24x7 and they want these services online.

7. Most preferred language for computerized government services is Hindi followed by bilingual and English.

8. Majority of respondents are dissatisfied with government offices.

9. Citizens perceived that shortage of computers is the biggest problem in implementing ICT effective followed by lack of trained Staff. Server related issues, absence of networking within offices, electricity or power supply, shortage of printers in government offices dearth of clients are other hurdles.

10. Age, gender, area of residence influence the respondents' preference about the agencies to avail e-governance facilities.

11. Provision of Basic Fundamental Facilities and Creation of conducive Environment are two most important factors contributing to good Governance The major elements of Provision of Basic Fundamental Facilities factor include: minimum interference from the government, good law and order situation, safety of life and property; Transparency and accountability in government dealings, corruptions free government working, citizen centric working of public offices, creation of jobs, good quality of infrastructure like roads, power, irrigation, transport, sanitation, water supply etc., quality education for all and trained and skilled workforce in public offices. Creation of Conducive Environment includes: provide discounts and freebies, upliftment of deprived class, Reducing digital divide and other inequalities in the society and good business environment.

12. Citizens' perceived that if these services are provided through computerisation/use of ICT/e-Governance in that case it will improve the quality of service and also reduce corruption inefficiency, harassment or difficulty faced.

13. Citizens' want that Public utilities and basic services, which includes basic services like agriculture related issues administrative offices, land records, medical and health, municipality, education, police, public utilities like electricity, water, sewer, phone, mobile should be computerized on top most priority. Computerization of agriculture, procurement, banking and related services, which includes seeds, fertilizers, insecticides, weather report, soil report, technical advice, procurement of food grains markets, crop insurance etc., Banking facilities- banking, loan, insurance, etc., Tenders related to all departments and Cooperative societies and related work got the second priority. Computerization of welfare, approvals and development account

which includes: Consumer Rights, welfare and Consumer court, Information under RTI Act. 2005, Employment exchange, Benefits of social welfare schemes, Business related work like project clearance, approvals, subsidies, registration of firm, payment of taxes and Urban Development-quality of service, allotment of plots, passing of building plans, change inland use etc. got the priority.

14. The most frequently used services by citizens are basic services that include administrative offices, land records and related issues, medical and health, municipality, education, police and urban development. Public utilities include electricity department, food and civil supplies, banking services, agriculture services and employment exchange emerged as the second most frequently used services. Consumer welfare and related services emerged as the third most frequently used services. It includes tender related to all departments, cooperative societies and related work, consumer rights, welfare and consumer court, information under RTI Act. 2005 and public grievance redressal. Social development and approvals emerged as the fourth important group of services. It includes benefits of social welfare schemes and business related works.

15. Lack of proper information and guidance about the correct procedure, rules etc., unavailability of forms and unavailability of concerned employee on the seat are rated as three top most factors responsible for causing Frustration and harassment and difficulties to the Citizens in getting the citizen services from various Government departments. The three least important factors responsible for causing frustration and harassment and difficulties to the Citizens in getting the citizen services from various Government departments are Long chain of employees, who deal with single work or services; No access or difficult access to senior officers and Poor infrastructure.

16. Factor causing frustration and harassment are impractical and very old laws, rules and regulations, complex and overlapping among different rules that leads to long procedures and confusion, employees at lower level apply rules at their discretion, no or weak disciplinary actions against employees, incomplete and incorrect application forms. Other factors that lead to frustration and harassment are lack of vision and planning related to service delivery in government offices, misuse of discretionary powers by employees, untrained and unmotivated employees and no or slow public grievance redressal mechanism. Excessive workload on government employees and collusion between employees and middle men, lack of accountability mechanism in government offices for the staff for delays and harassment of citizens also add to citizens' problems.

17. The most preferred mode of payment for utility bills and other computerized citizen services/e-governance services is cash at service centre second preferred mode is Cash in the bank/ post office/ treasury, third preferred mode is Online payments/ transfer; fourth is ATM. The results indicate that Indian citizens' are switching to e-modes of payments. Collection from their house at extra cost is being provided is ranked last.

18. The three top most rated factors contributing to the success or effectiveness of improved services through e-governance are: i) Speedy delivery of services with accuracy; ii) Reducing the distance between service centre and locality and iii) Increase working hours.

19. Effective Good Governance framework through the use of ICT resulted in five factors namely, i) Political will, public support and technical feasibility; ii) Economic feasibility, computer literacy and infrastructural support; iii) Process simplification, service availability and public acceptability; iv) Benefits to stakeholders and v) Marketing and public awareness. The results are presented in table 5.32. The results presented in table 5.32 indicate that the third factor process simplification, service availability and public acceptability has the highest mean score of 1.62. It means citizens feel that this factor is most important for an effective good governance framework through the use of ICT. The mean score of first factor political will, public support and technical feasibility is 1.51 and is higher than the overall mean of 1.42. It means citizens feel that this factor is second most important for an effective good governance framework through the use of ICT.

20. The effective e-governance is hampered by differences between national and state level policies and the plans and policies formulated are not based upon local needs of citizens and departments.

21. The three major direct/indirect risks/threats involved while implementing good governance through the use of ICT/e-governance are resistance from the employees, resistance from citizens and political resistance.

22. Citizens want free computer education at schools and free computer training for citizens. A sizable citizen group is willing to pay for computer training for citizens and want computer education in schools with fee.

Conclusion

In India initial attempts towards e-Governance were made during the 1980s and early 1990s. The purpose of these initiatives was to interconnect different government departments and the development of in-house government applications related to defence, economic monitoring, planning and the deployment of IT to manage data-intensive functions related to elections, census, tax administration etc. The focus of applications was on automation of internal government functions rather than on improving service delivery to citizens. Then in 2006 National e-Governance Plan was formulated with a purpose of improving delivery of Government services to citizens and businesses. In 2015 Digital India campaign was launched by the Government of India to ensure availability of government services to citizens electronically by improving online infrastructure and by increasing Internet connectivity in rural areas with high-speed internet networks and digital literacy or by making the country digitally empowered in the field of technology.

The main purpose of the study was to find out the perception about good governance and the role ICT can play to facilitate the processes of government and public Administration to achieve Good Governance. Good governance has different facets: changes in government processes to improve efficiency and effectiveness and to make them cost effective. Today, e-government is not an experiment in administrative reform but has become a permanent feature of the governing process. e-Governance has made real-time participation possible in the governance and democratic process. Further, it ensures e-Governance ensures transparency, better policy outcomes, higher quality of services and better engagement with citizens.

Citizen from the different states and demographic strata agree that ICT can be a powerful tool to facilitate good governance. Two factors Provision of Basic Fundamental Facilities and Creation of Conducive Environment emerged as major factors contributing to the good governance (Kalsi, Kiran and Vaidya, 2008). These factors include minimum interference from the government, good law and order situation, safety and security of life and property, transparency and accountability in government dealings, corruptions free government working, citizen centric working of public offices, creation of jobs, good quality of infrastructure like roads, power, irrigation, transport, sanitation, water supply etc., quality education for all and trained and skilled workforce in public offices, upliftment of deprived class, Reducing digital divide and other inequalities in the society and good business environment.

The citizens are ready to pay extra for a good quality service through use of ICT and did not appear too enthusiastic about provide discounts and freebies from the government. They believe that the use of ICT can really reduce the level of corruption, inefficiency, harassment or difficulty faced by people in getting services from government office and thus helpful in achieving good governance (Kalsi, Kiran and Vaidya, 2008).

People use basic services that include administrative offices, land records and related issues, medical and health, municipality, education, police and urban development most frequently followed by public utilities that include electricity department, food and civil supplies, banking services, agriculture services and employment exchange (Kalsi, Kiran and Vaidya, 2008). People also frequently use Consumer welfare and related services that include tender related to all departments, cooperative societies and related work, consumer rights, welfare and consumer court, information under RTI Act. 2005 and public grievance redressal. Social development and approvals that include benefits of social welfare schemes and business related works are least frequently used services. This result reflects that either people are not aware about the social welfare schemes or they are reluctant to take the benefit that leads to failure of these schemes or not getting the desired results.

What frustrates people or makes the service delivery is lack of proper information and guidance about the correct procedure, rules etc., unavailability of forms and unavailability of concerned employee on the seat. Long chain of employees, who deal with single work or services; no access or difficult access to senior officers and poor infrastructure are other

factors that add to people's difficulties. Impractical and very old laws, rules and regulations, complex and overlapping among different rules that leads to long procedures and confusion, employees at lower level apply rules at their discretion, no or weak disciplinary actions against employees, incomplete and incorrect application forms. Other factors that lead to frustration and harassment are lack of vision and planning related to service delivery in government offices, misuse of discretionary powers by employees, untrained and unmotivated employees and no or slow public grievance redressal mechanism. Excessive workload on government employees and collusion between employees and middle men, lack of accountability mechanism in government offices for the staff for delays and harassment of citizens also add to citizens' problems.

A shift towards e-modes of payments is observed among Indian citizens' are switching though the most preferred mode of payment for utility bills and other computerized citizen services/e-governance services is cash at service centre. Speedy delivery of services with accuracy, reduction in the distance between service centre and locality and increase in working hours is three top most rated factors contributing to the success or effectiveness of improved services through e-governance.

People feel five factors namely, i) Political will, public support and technical feasibility; ii) Economic feasibility, computer literacy and infrastructural support; iii) Process simplification, service availability and public acceptability; iv) Benefits to stakeholders and v) Marketing and public awareness are required for effective Good Governance framework through the use of ICT. Process simplification, service availability and public acceptability are the most important for an effective good governance framework through the use of ICT. Differences between national and state level policies and the plans and policies formulated are not based upon local needs of citizens and departments hamper the effective e-governance. Citizens want free computer education at schools and free computer training for citizens. A sizable citizen group is willing to pay for computer training for citizens and want computer education in schools with fee.

Another purpose of the present study is to examine the condition of ICT infrastructure and its accessibility for using the ICT based services. The explore level of awareness among the masses about the government policies and major areas of e-governance services and its usage; satisfaction level of the people with the dealing of government offices and to identify the major problems and issues associated with the good governance in these states. The results of the present study reflected that a large number of populations have no access to internet (Kalsi, Kiran and Vaidya, 2008; Yadav and Tiwari, 2014; Singh, 2008 and Singh and Sahu, 2008). Therefore, the ICT facilities created by the governments do not get desired results. If the governments intend to reach the common man in that case they have to increase the penetration of internet infrastructure. There may be many ways to improve the IT infrastructure (Kalsi, Kiran and Vaidya, 2008; Yadav and Tiwari, 2014; Singh, 2008).

Another finding of interest is that a large population has good access to means of communication but still they rely more on friends and relatives to know about the social

welfare schemes of governments. The major concern have arises that only a very small number of people come to know about these schemes through the gram panchayats. The government agencies must involve the gram panchayats in the dissemination of information and implementation of the schemes. The initiative should be taken at the ground level with the help of Panchayats and Ward Committees so that the work effectively carried out for the public with the help of public. The Promotion of Community participation is essential and it should be boost through the administrative efforts. It should be done at local level with people participation in the decision making. The awareness with the progress and annual reports should be published by the government offices and auditor-general's report under the states needs to be distributed among the people.

People are reluctant in using e-governance facilities. The reasons for this reluctance in using these facilities may be illiteracy, lack of awareness or lack of necessary IT skills (Yadav and Tiwari, 2014). It is suggested that the way the government organising campaigns to spread awareness about the social welfare schemes in a similar fashion they should organize campaigns to make people aware about the e- governance facilities and to develop necessary IT skill in masses to make them capable to use these facilities. The government offices should offer personal relationship, while dealing with the public; this may give a feeling of personal touch to the people. The government should encourage the people for use of the e-governance facilities being offered by the different offices by using different mean of communication.

A large number of populations are dissatisfied with the government offices. In the context of northern Indian states, the government offices should be proactive rather neutral in case of public interests and help is concerned (Kalsi, Kiran and Vaidya, 2008;Yadav and Tiwari, 2014 and Singh, 2008). It is suggested on the basis of this study the government offices and the municipality should be direct to their employees for giving personal attention to the public especially who need. The offices also require improving service quality as a whole.

Another finding indicated towards the shortage of trained staff and IT infrastructure like shortage of computer, networking, and server related issues. The shortage of staff and the computers need to be removed among the offices to implement the ICT applications and online based services to the public (Singh and Sahu, 2008). The government should ensure the proper electricity. In the absence of electricity the ICT based governance is not possible among the states. If governments want to bring transparency and effectiveness in the e-governance they have to create a sustainable IT infrastructure not only to handle the present load but to bear the predicted load of coming years.

Last but not the least, it is suggested to ensure the good governance through e- governance among the states the corruption free dealings with the government officials, good education facilities by the government which are job oriented, creating new job opportunities in the private sector and the government sectors are the major factors that could contribute.

Proposed Broad Strategic e- Governance Policy Framework

The present study has an objective to propose a Broad Strategic e- Governance Policy Framework. In the proposed framework citizens' priorities, preferences, methods of functioning are considered to achieve 'Good Governance' as per their expectations. The respondents agreed that the factors contributing to the good governance are: good education facilities, good quality of basic infrastructure, safety and security of life and property, peaceful law and order situation, creation of new jobs, effective, accurate and efficient working of government offices and employees and, conducive business environment, reduction of digital divide and other inequalities and minimum or no interference by government.

A visible change towards concessions and freebies by the government as factor of good Governance are losing their importance in the mindsets of citizens. The citizens are ready to pay the price for good quality services. They prefer better quality of services and economic development over freebies. Factors considered less relevant to achieve good governance are: i) provision of discounts and freebies, ii) upliftment of deprived class iii) reducing digital divide and other and iv) good business environment. Two major factors provision of basic facilities and creation of conducive environment account for a total variance of 56.113.

Information and Communication Technology is not a solution to all problems but can be a powerful tool to facilitate good governance through improved citizen services and high internal efficiencies. The requirements and expectations of the citizens from e-Governance are reflected in factor analysis of the priority for improving this service through computerisation / use of ICT/ e-Governance resulted in three factors: i) public utilities and basic services ii) agriculture, procurement, banking and related services and iii) welfare and development. It is evident that citizens value convenience, transparency, awareness, proper availability and maintenance of government record and simple procedures and interface.

The citizens want speedy delivery of services, accessibility, transparency and accountability in the functioning of government offices and reduced corruption in dealings with these offices. People are more interested in the deliverable outputs from the Government services rather than the inputs going into the process of e-Governance. They want a single face of the government and all the government services should be available at a single window and be delivered at the doorstep in a desired manner at the chosen time rather than decided by the government. People want these services in mother tongue and are ready to pay extra to get the services at doorstep or in the vicinity.

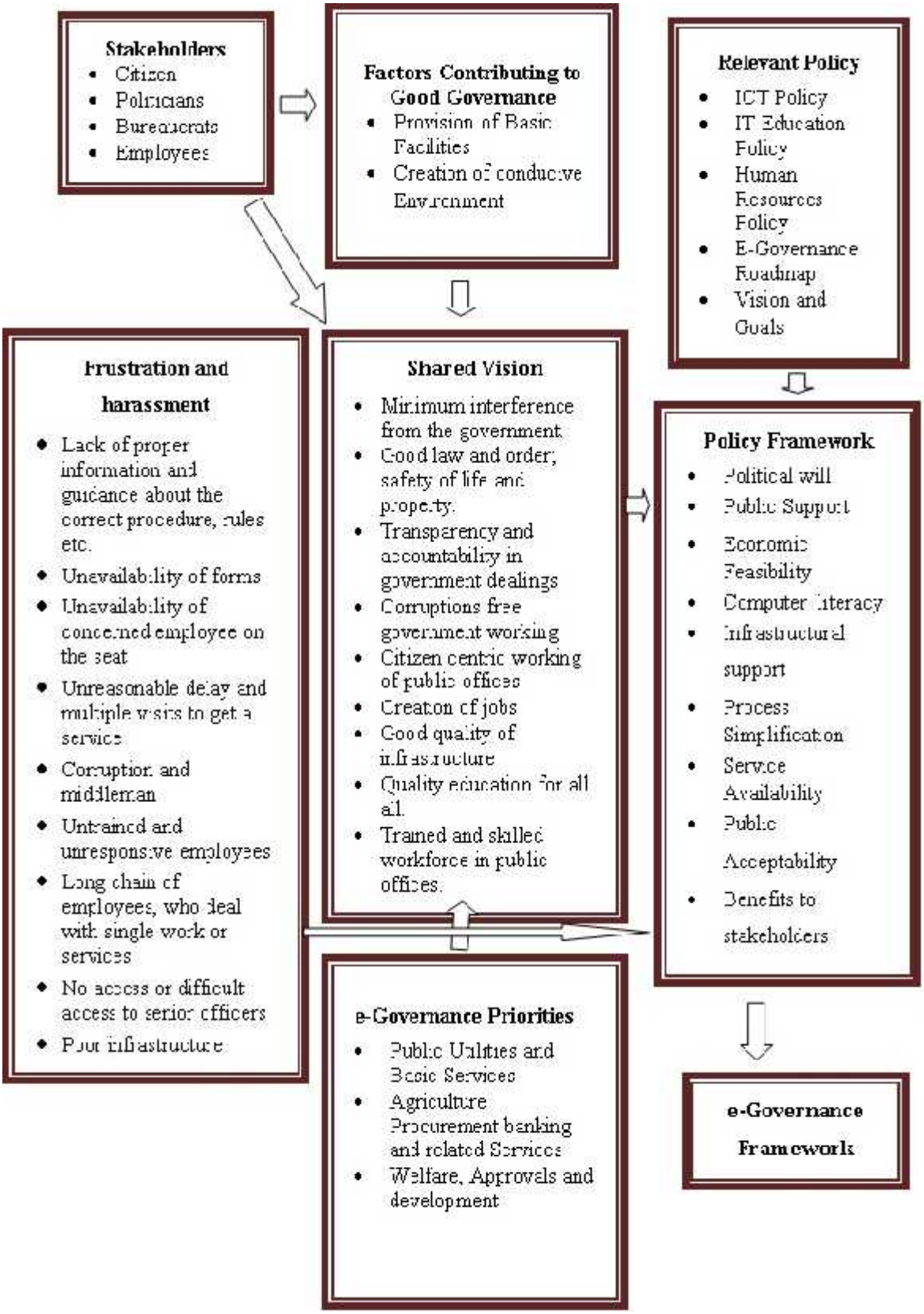
People think that to achieve effective good governance through the use of ICT there is a need for simplification for processes, regular monitoring and feedback to enforce accountability among employees, to create systems and establishment of rule of law, technical feasibility and economic viability, user friendly interface and appropriateness of service and capacity building and training of government staff and citizens.

The broad strategic ICT policy framework must, therefore, address some of the basic issues identified in this study are presented below in table 1:

Table 1: Good Governance Framework

Sr. No	Policy Factor	Details of Policy Factors
1	Political will and Public Support	i. Political will and support. ii. Acceptability of the services method by citizens. iii. Participation of local bodies (Municipal councils and Panchayats)
2	Economic Feasibility , Computer literacy And Infrastructural support	iv. Training of the citizens v. Availability of IT infrastructure. vi. Affordable cost of services. vii. Capacity building and training of the staff. viii. Physical Infrastructure- buildings, power, furniture,
3	Process Simplification, Service Availability And Public Acceptability	ix. Simplifications of process and procedure of availing services. x. Regular monitoring and feedback process to fix accountability, system and rule of law.
4	Benefits to stakeholders	xi. Financial benefits to citizens and government.
5	Public awareness	xii. Awareness and encouragement among the citizens to use IT services

Figure 1: Good governance policy framework



Constraints and Limitation

No study is complete in it and always has certain limitations; however, these limitations also act as opportunities for future research. The study has been delimited to a sample of 710 respondents, who visited the government offices for some work. The sample used was confined to the Shimla, Panchkula, Mohali, Delhi, Raipur and Dehradun cities of six states Delhi, Haryana, Himachal Pradesh, Punjab, Chhattisgarh and Uttarakhand. In addition, the scales used to evaluate the current status of ICT and good governance was self developed and included the common facilities available. The data collected was self-reported and, therefore, subject to the limitations of that process. Different states have different models to implement ICT in governance; therefore, it would be desirable to develop a scale to measure ICT and good governance on the basis of facilities available in that specific state. So many ICT initiatives are being implemented by central and state governments to achieve good governance; therefore, such studies need repetition to gauge the actual scenario.
Other limitations of the study are that the majority of the factors considered are based on literature developed in the west or the experience of limited implementation of e-Governance in India. Study was limited to the variables that helped in understanding people's perception and expectations from e-Governance and their implementation Challenges.

Policy Implications

There is a need to present a comprehensive, integrated and holistic approach for evolving a policy framework on good governance through the use of ICT with Indian perspective and the present study has definitely contributed to bridging this gap. Besides this, evolving a shared vision of good governance in the Indian context has opened up many new possibilities for the Governments to use ICT and help them in prioritizing areas for focused attention. Identification of critical success factors and proposing the new framework by learning from the successes and failures of the existing e-Governance initiatives/ projects by various states has also been a contribution. An attempt has been put to explore how State and Centre governments' policies interact with local factors to influence the development in the ICT based services. The funding by State and centre governments for developing the IT infrastructure and the new policies for ICT based services should be increased. There is a need to examine the initial design of core services and staffing policies in local agencies for a positive influence of these policies on people and it becomes more important when the centre government is committed to bring technology in the implementation of social welfare schemes.

The problems associated with present level of investment for ICT based services should be resolved in limiting access to these e-governance programs and failing to support high level of quality in local areas. The capacity or power of local level administration to promote these ICT based services should be increased at level above and beyond the minimum standards set in the state or by the centre. The appropriate initiative should be taken or innovative ways can be identified to meet the ICT needs of the population at large, like, proper infrastructure should be setup for these ICT based services, the proper supply of

electricity and staff should also be provided. Awareness campaigns by the public and private bodies should be conducted. Thus this study provides the basis to examine the strategy which would support widespread excellence and innovation for these ICT based services.

Further Scope of Research

The effective use of ICT services in Government administration can significantly improve existing efficiencies and access to speedy delivery of services. It can help in decreasing costs and increase transparency in the functioning of government departments. ICT can be a tool for governments to change themselves from a centralized, bureaucratized, paper-based, impersonal, rule based, disconnected departmentalization, to decentralized, digital, personalized, client-focused, interconnected networks. The confusion and disorder created by the networked society continues to impact e-government initiatives of governments. Governments are redefining their service delivery processes and integrating delivery services with customer in the focus. ICTs and good governance require more inter-disciplinary research with both relevance and influence to examine the many interfaces between technological, social, economic and political perspectives. Different states have different models to implement ICT in governance; therefore, it would be desirable to develop a scale to measure ICT and good governance on the basis of facilities available in that specific state. So many ICT initiatives are being implemented by central and state governments to achieve good governance; therefore, such studies need repetition to gauge the actual scenario.

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